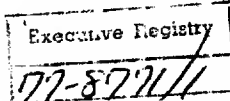


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Next 1 Page(s) In Document Exempt

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3  
P-1.6

Assistant to the DCI for  
Public Affairs  
1F 04 Hqs

Att: ER 77-8771

Herb:

I mentioned that I would obtain for  
you some modeling done by OTR on the matter  
of ethics. The attached represents that and  
a little bit more. It is for your own  
background.

/s/ Jack

John F. Blake

Acting Deputy Director of Central  
Intelligence, 7D 6011 Hqs.  

19 Aug 77

STAT ADDCI:JFBlake:kmg (19 Aug 77)

Distribution:

Orig RS - A/DCI/PA

1 - ADDCI

1 - ER

Att: PRS fr DTR to ADDCI w/att-Memo dtd 15 Aug 77 to C/II fr C/SSB/OTR, subj:  
Discussion Topics for Senior Seminar

EB

16 August 1977

MEMORANDUM FOR: Chief, Intelligence Institute

FROM: [REDACTED]

Chief, Intelligence and Midcareer Branch

SUBJECT: Seminar Topics in Recent Runnings of  
the Midcareer Course

1. In Midcareer Course No. 56 (March-April 1977) the participants for the first time in a Midcareer session dealt with the topics of Ethics, Creativity and Control. The class was divided into three teams, each was assigned a prepared scenario dealing with some aspect of the problem and asked to develop solutions which were subsequently discussed by the entire class. The topics, in brief, were as follows:

A. Liaison (DDO). Should a Chief of Station who learns that students in a country known for harassing, imprisoning and torturing its political dissidents report to liaison his knowledge of a student uprising, realizing that some of his own student informants may be arrested if he reveals this information?

B. The Role of the Analyst (DDI). Should an analyst "call the shots as he sees them" on a foreign development of considerable US political sensitivity, even when his own division chief advises him not to do so?

C. Contractural Arrangements (DDS&T). How far should a junior officer go in protesting the continuation of a project involving external contractors and more than one office when he feels that the end product is of dubious quality or validity?

2. In Midcareer Course No. 57 (May-June 1977) the same three topics were assigned plus a fourth dealing with dissent. No scenarios were prepared in advance. For this running of the course, the class was divided into four teams to discuss the following subjects:

15 August 1977

MEMORANDUM FOR: Chief, Intelligence Institute  
FROM: Chief, Senior Seminars Branch  
SUBJECT: Discussion Topics for Senior Seminar

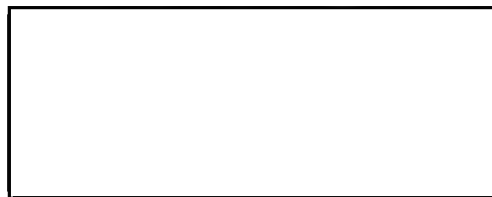
1. The following four topics were selected by members of Senior Seminar Eleven for their team projects:

Team I. Agency Personnel Management  
Team II. The Agency's Public Image  
Team III. The Ethics of Intelligence  
Team IV. Major Problems Facing the Agency  
and the Intelligence Community  
Today and Tomorrow.

2. Team IV identified four problems for discussion by the group. They were:

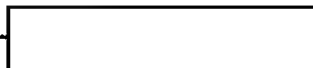
- A. The Intelligence Structure - Need for Change?
- B. Is It Time to Reassess Intelligence Targets?
- C. The Unauthorized Release of Intelligence Information
- D. The Intelligence Product Should Come Under more Scrutiny

3. Topics for Senior Seminar Twelve have not been selected yet. They are normally selected by the students themselves, after the Seminar has begun, through a process of small group discussion and elimination.



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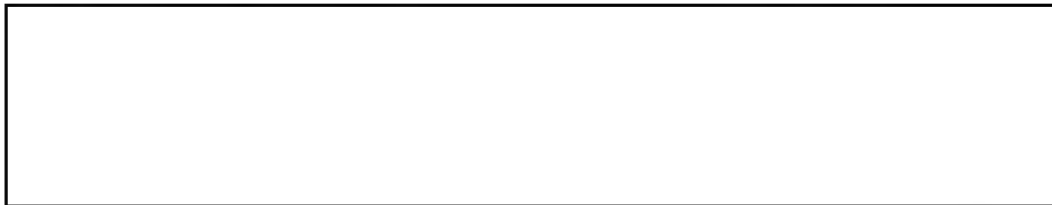
ADMINISTRATIVE -



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SUBJECT: Seminar Topics in Recent Runnings of the  
Midcareer Course

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B. Creativity and Routine. In the current environment of public interest in the Agency and stringent Congressional oversight of Agency programs and activities, many officers perceive a risk in being too creative or imaginative. What can supervisors do at various levels to deter this feeling and create a climate that encourages initiative and innovation?

C. Creativity and Controls. How can we assure that new controls placed on Agency activities act as a stimulant to creativity instead of stifling it?

D. Dissent. Do we have adequate channels for constructive dissent within the Agency? Are they being used effectively?

3. For Midcareer Course No. 58 (September-October 1977) we have asked each of the four Directorate Senior Training Officers (STOs) to submit topics for possible discussion by the participants. The Operations Directorate-STO has submitted the following subjects (we are awaiting replies from the other three Directorates):

A. COS Responsibility for SIGINT activities in his area. What should be his command, tasking, and guidance responsibilities for activities which are funded and manned by the S&T Directorates and NSA?

B. Language Incentive Program   
How effective has it been in inducing persons to study incentive languages? Should everyone nominated for a Unit Language Requirement-designated unit automatically qualify for the program? Is it fair to just single out particular individuals who appear to need an incentive to study a language?

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SUBJECT: Seminar Topics in Recent Runnings of the  
Midcareer Course

C. Operational Use of Languages. In a sample medium-sized station in a non-English speaking country, what percentage of the agents and liaison contacts are handled in the foreign language? For a sample period, what percentage of the newly recruited agents were developed and recruited in the foreign language? Do substantial percentages of identified target groups speak English?

D. Stress on Operations Directorate Field Personnel and Their Families. Do DO field personnel experience a higher rate of broken marriages and emotional/psychiatric problems than their counterparts in private industry, e.g., IBM, Eastman Kodak, etc.? Is case officering a "young man's game"? What is the age profile of operations officers currently in the field, i.e., the number between 26-30, 31-35, 36-40, 41-45, 46-50, 51-55?

E. Would non-Operations Directorate officers prefer that that directorate be a separate entity due to the embarrassment exposures of clandestine activities has caused and is likely to cause in the future?



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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

Director of Training  
1026 C of C

EXTENSION NO.

DATE  
17 August 1977

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. EO/DDA  
7D24 Hqs

8/17

B

2.

3. ADDA  
7D24 Hqs

17 AUG 1977

4

4.

5. ADCI  
7D6011 Hqs

6.

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11.

12.

13.

14.

15.

PRIORITY

Form No. 160  
1 Dec 56 Use Previous Editions (13)

Mr. Blake,

In accordance with your verbal request, the attached listings of discussion topics for the Senior Seminar and Midcareer Course are forwarded.

Harry R. Fitzwater